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Country programme recommendation**

El Salvador

Addendum

Summary

The present addendum to the country note submitted to the Executive Board at its first regular session of 2001 contains the final country programme recommendation for Board approval.

It contains a recommendation for funding the country programme of El Salvador, which has an annual planning level of $1,000,000 or less. The Executive Director *recommends* that the Executive Board approve the amount of $3,419,000 from regular resources, subject to the availability of funds, and $7,000,000 in other resources, subject to the availability of specific-purpose contributions, for the period 2002 to 2006.

* E/ICEF/2001/12.

** The original country note provided only indicative figures for estimated programme cooperation. The figures provided in the present addendum are final and take into account unspent balances of programme cooperation at the end of 2000. They will be contained in the summary of recommendations for regular resources and other resources programmes for 2001 (E/ICEF/2001/P/L.73).

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Basic data[a] *(1999 unless otherwise stated)*	
Child population (millions, under 18 years)	2.6
U5MR (per 1,000 live births)	42
IMR (per 1,000 live births)	35
Underweight (% moderate and severe) (1998)	12
Maternal mortality ratio (per 100,000 live births) (1998)	120
Literacy (% male/female) (1995)	79/73
Primary school enrolment (% net, male/female) (1995)	78/78
Primary school children reaching grade 5 (%)	77
Use of improved drinking water sources (%)	74
Routine EPI vaccines financed by Government (%)	100
GNP per capita (US$)	1 920
One-year-olds fully immunized against:	
Tuberculosis	96 per cent
Diphtheria/pertussis/tetanus	86 per cent
Measles	86 per cent
Poliomyelitis	86 per cent
Pregnant women immunized against tetanus	.. per cent

[a] Excerpted from the publication "Progress since the World Summit for Children: A statistical review", prepared as a supplement to the Secretary-General's report "We the children: End-decade review of the follow-up to the World Summit for Children" (A/S-27/3), and therefore may differ from data contained in the text of this document.

The situation of children and women

1. Since the Executive Board's discussion of the country note for El Salvador (E/ICEF/2001/P/L.25) at its first regular session of 2001, the country has been hit by a series of earthquakes that have had a serious impact on women and children and influenced UNICEF programme planning. Two major earthquakes occurred on 13 January and 13 February 2001, measuring 7.9 and 6.6 on the Richter Scale, respectively. The earthquakes and their aftershocks have had a severe impact in terms of physical and psychological damage. Official figures estimate that 1,138 people died. Some 240,000 houses were damaged or destroyed, and one out of four Salvadorans lost his home, and with it the social structure that provided a community safety net. In addition, 20 per cent of the primary health infrastructure and 49 per cent of schools were damaged. The Economic Commission for Latin America and the Caribbean estimates that the overall damage may amount to $1.6 billion, some 12 per cent of gross national product. Recovery may take up to 15 years. The Government has stated that as a result of the disaster, already high levels of poverty, estimated at 50 per cent, may increase by as much as 15 per cent. The disaster also increased the long-term vulnerability of large portions of the population, already affected by chronic economic exclusion. The coming rains may bring more disasters, as people affected by the current crisis are unprotected and vulnerable to disease.

2. The Government is striving to meet this challenge by building consensus for its National Plan for Reconstruction, amounting to $1.9 billion, which was presented to donors in Madrid in March 2001. Reconstruction will be decentralized, based on Territorial Actions for the National Plan for Development, which were presented to 262 mayors nationwide in November 2000. Originally, the Territorial Actions were aimed at soliciting local commitments to decentralization, allowing municipal governments to promote development, participation and protection of resources, but they now will strengthen the National Plan for Reconstruction by promoting rehabilitation and local emergency preparedness.

Programme cooperation, 1997-2001

3. The 1997-2001 country programme (E/ICEF/1996/P/L.22/Add.1) was based on service provision, institutional capacity-building and promotion of the rights of children, adolescents and women. UNICEF worked with counterparts from the Government and non-governmental organizations (NGOs) through the policies and planning programme, and supported the development of such measures as the National Action Plan for Children, the Labour Code and the Law Against Intra-Family Violence, the latter two providing the legal base for women's rights. The programme saw the development of a protocol for local-level monitoring of intra-family violence, increased institutional attention to violence and the founding of 14 community committees against family violence. UNICEF supported the creation of the Legislative Assembly's Family, Women's and Children's Commission, a National Policy on Women and follow-up mechanisms. Frameworks for juvenile penal justice were adapted to the Convention on the Rights of the Child, and a base was established for a Code for Children, expected to be adopted in 2002. Two local networks for preventing juvenile violence and crime were formed, and 3,000 juvenile justice officers were trained.

4. Under the communication and social mobilization programme, the "Right to Identity" project provided information on children reported as missing during the war and put the topic on the agenda of the Family, Women's and Children's Commission. Through support to 26 Ombudsmans' Offices, the participation of children and adolescents was promoted in emergency planning and in the elaboration of the National Policy for the Integrated Care of Children and Adolescents. Agreements with the General Census and Statistics Directorate and NGOs resulted in the production of gender-disaggregated data in official statistics and the development of information systems in 27 locations. None the less, weaknesses remain in the management of national statistics on vulnerable and excluded groups.

5. Work in the integrated basic services programme was concentrated in 39 municipalities nationwide. The collaborative support of UNICEF in areas targeted by the goals of the World Summit for Children helped to reduce maternal and under-five mortality rates, improve the quality and coverage of prenatal care and reduce teenage pregnancy rates. UNICEF advocacy contributed to stronger legislation on breastfeeding and health care. UNICEF supported the design of 39 sustainable local development plans, and increased coverage of water, sanitation and sanitary education in rural areas, benefiting approximately 400,000 people. In collaboration with the Ministry of Health and Social Welfare and the National Council for Culture and the Arts, latrines were constructed in indigenous areas, and support was given to

intercultural education, leading to the development of a national policy for intercultural bilingual education. Both the integral care model for children under six years of age and basic education were improved. Family participation in "Children's Wellness Centres" (*Centros de Bienestar Infantil* (CBIs)) was promoted by UNICEF in coordination with the Government of Japan, the United States Agency for International Development (USAID) and the World Bank.

6. Programme implementation was affected by recurrent emergencies. Hurricane Mitch and the 2001 earthquakes resulted in an additional $5.5 million for the programme and, as a result, the focus of UNICEF interventions changed from long-term to more immediate needs. After the earthquakes, and based on lessons learned following Hurricane Mitch, UNICEF reorganized its programme for 2001 to face immediate challenges, including the loss of 229 rural CBIs, 17 child development centres, and 30 per cent of water services and 200,000 latrines nationwide. At the same time, UNICEF prepared for sustained support to reconstruction in the new cycle. The four major emergency programmes currently supported by UNICEF are education, psychosocial support, health and maternal and child care, and water and sanitation. As a result, 80,000 children have received psychosocial support, 14 schools have been rehabilitated and 1,500 "schools in a box" distributed, 30,000 children have received backpacks as part of a back-to-school initiative, and 16 shelters and 350 communities (almost 250,000 people) regained access to safe water and sanitation.

Lessons learned from past cooperation

7. Lessons learned as described in the country note remain valid. However, several additional lessons have become apparent through the emergency response in 2001 and preparations for the new programme of cooperation. The importance of developing partnerships to ensure the success of the programme has been reaffirmed. The UNICEF response to the earthquakes was rapid and effective, in part because of strong inter-agency teamwork and planning. To take advantage of the ever-widening range of actors in El Salvador, UNICEF must continue to reinforce this focus on partnership and capacity-building for children's and adolescents' rights, developing innovative models for replication and opening spaces for dialogue on rights and protection.

8. Another lesson learned is the need to focus on processes and build on success from a series of linked individual achievements. For example, work in juvenile justice has shown that coordination between institutions and process-oriented planning, based on objectives, is effective for achieving long-term, sustainable change. The development of synergies between local-level actions and a national context for change, linked to a wider vision of programmatic achievements and alliances, is needed to ensure the greatest impact.

Recommended programme cooperation, 2002-2006

	Estimated annual expenditure (In thousands of United States dollars)					
	2002	*2003*	*2004*	*2005*	*2006*	*Total*
Regular resources						
Legislation and public policy	171.0	171.0	171.0	171.0	171.0	855
Local systems for integrated protection of children, adolescents, women and the family	250.0	250.0	250.0	250.0	250.0	1 250
Cross-sectoral costs	262.0	263.0	263.0	263.0	263.0	1 314
Subtotal	**683.0**	**684.0**	**684.0**	**684.0**	**684.0**	**3 419**
Other resources						
Legislation and public policy	400.0	400.0	400.0	400.0	400.0	2 000
Local systems for integrated protection of children, adolescents, women and the family	855.0	865.0	870.0	875.0	880.0	4 345
Cross-sectoral costs	118.2	126.5	131.5	136.7	142.1	655
Subtotal	**1 373.2**	**1 391.5**	**1 401.5**	**1 411.7**	**1 422.1**	**7 000**
Total	**2 056.2**	**2 075.5**	**2 085.5**	**2 095.7**	**2 106.1**	**10 419**

Country programme preparation process

9. The country note and country programme recommendation were developed under the leadership of the National Secretariat for the Family (*Secretaría Nacional de la Familia* (SNF)) and the Social and Cultural Unit of the Ministry of Foreign Affairs, based on the recommendations of the mid-term review (MTR), situation analysis and strategy meeting. After the earthquakes, a series of additional consultations took place involving government counterparts, United Nations agencies, multilateral organizations, NGOs and children, examining how to blend long-term plans with emergency and rehabilitation needs. Both processes were based on government priorities as established in the proposed National Policy on Integrated Care for Children and Adolescents, the National Plan for Reconstruction and on the policies and priorities of UNICEF. Post-disaster exchanges included the Madrid consultation on reconstruction, attended by major donors and international financial institutions, and follow-up meetings in San Salvador. The Ministries of Health, Education, Labour and Environment, the Salvadoran Institute for the Protection of Minors, the Salvadoran Institute for Women's Development and such other counterparts as Plan International, Save the Children, the private sector, children and adolescents participated in consultations on preparation of the programme.

10. Both the Common Country Assessment (CCA) and the United Nations Development Assistance Framework (UNDAF) are under development in El Salvador. A draft CCA is ready for discussion with the Government, with data largely based on the situation analysis of children and women. The main areas of focus of UNDAF will coincide with the proposed country programme and will enhance already strong inter-agency collaboration. These areas include economic and social rights, education, health, food security and nutrition, housing and equitable human settlements, a healthy environment, civil and political rights, and gender equity.

Country programme goals and objectives

11. As a result of the earthquakes, the goals and objectives of the country programme have been refined since the submission of the country note. The overall goal is to contribute to the efforts of the Government and civil society in the progressive and sustainable realization of the rights of children, adolescents and women in the context of the current emergencies and the country's reconstruction efforts. This will be pursued within the framework of the Convention on the Rights of the Child, the Convention on the Elimination of All Forms of Discrimination against Women, the *Convention Belen do Para* (a Latin American agreement for women's rights), the National System for the Integrated Protection of Children, Adolescents and Women, and the National Plan for Reconstruction.

12. The three programmes outlined in the country note have been refined in the light of the changed situation. As a result, the country programme will work through two programmes. The first, on legislation and public policy, will contribute to an increased and sustained realization of children's and women's rights as articulated in a number of laws and public policies through support for the design and adaptation of legislation and public policies at national and local levels. The second programme, local systems for integrated protection of children, adolescents, women and the family, aims to promote the application of rights through holistic support to national and local systems for child rights and protection in priority municipalities. Within this framework, it will support the reduction of disparities in vulnerable areas and the strengthening of local systems that involve social actions in the fulfilment of rights, and vulnerability reduction through increasing the offer and quality of basic social services and child and family protection, with a particular focus on emergency and rehabilitation needs. Thematic issues to be addressed within the programme include high maternal, infant and under-five mortality rates; poor access to water and sanitation; exclusion from early childhood care and development (ECCD) and basic education; high rates of HIV/AIDS and teenage pregnancy; child labour and violence; and the lack of opportunities for adolescents to develop healthy lifestyles.

Relation to national and international priorities

13. The country programme is based on the National Plan for Reconstruction and other national priorities. Its strategies are to attain the goals of the World Summit for Children that have not been achieved, the priorities of the Government's "New Alliance" programme and the goals of the 1990-2000 National Action Plan for Children. The programme follows the rights-based approach of CCA and UNDAF,

and takes into account the challenges and priority concerns which they identify. The programme's focus on social mobilization for children's and adolescents' rights is in line with the Global Movement for Children. The country programme objectives and strategies are consistent with the draft outcome document of the Special Session on Children, the Kingston Consensus on Children and Social Policies in the Americas and the Declaration of the tenth Ibero-American Summit. Programming in the areas of health, early childhood development (ECD), education, child protection and HIV/AIDS is in line with the UNICEF priorities outlined in the medium-term strategic plan. Work in the area of HIV/AIDS will be linked to the proposed regional multi-country initiative (E/ICEF/2001/P/L.62).

Programme strategy

14. The proposed programme will take a holistic approach centred on children's rights to survival, development, protection and participation, all of which will be included in the Code for Children expected in 2002. Since the earthquake emergency, the programme's structure has been changed to reflect new lessons learned and the need to react to new vulnerabilities. The main strategies will include advocacy for national and social consensus on the formulation of legislation and public policies to reduce vulnerability; support to the establishment of integrated systems for child protection at national and local levels; and support to help sustain gains in child survival, with primary emphasis on child development, protection and the participation of children and adolescents. Within this framework, the strategy of the legislation and public policy programme will be to strengthen the capacities of counterparts and build awareness of the rights of children, adolescents and women in order to prompt demand for rights and participatory actions for their fulfilment. The strategies of the second programme, on local systems, will include strengthening the capacities of institutions and community actors and promoting knowledge and participation about rights, focusing on technical assistance, education, information, communication and social mobilization. The programme will have a strong emphasis on emergency response and preparedness, as well as the flexibility to adapt to future emergency needs.

15. The country programme will include actions to be developed at the national level as well as targeted interventions in 14 municipalities in four priority departments affected by the earthquakes. During the five-year cycle, the country programme will be divided into three distinct but linked phases. The first phase (2002-2003) will follow the rehabilitation process, with actions geared towards special protection, rehabilitation of educational services, psychosocial recuperation and prevention of epidemics in four of the most affected municipalities. The reconstruction phase (2003-2005) will focus on strengthening national and local capacities to prepare more systematically for disasters, and decentralization of local support networks for emergencies and basic services and of local systems of protection. Actions during this phase will expand to cover eight municipalities. The third phase (2005-2006) will be tailored to the results of the MTR and will include systematic citizen participation and advocacy, laws, public policies and social investment and be extended to 14 municipalities in four departments. Monitoring throughout the programme cycle will ensure that these 14 municipalities remain the most relevant for programme support and that interventions are replicable in other

municipalities as required. All actions within the phases will be cross-cutting within and between programmes and work synergistically at national and local levels.

16. **Legislation and public policy**. The programme consists of two projects. The first, on the development and application of the legal, political and institutional framework, aims to strengthen institutional capacity for the formulation and implementation of public legislation, policies and information systems focused on the rights of children, adolescents and women. The project will support the ongoing formulation and adaptation of legal frameworks; the development of new public policies; the strengthening of institutional information management systems at national and local levels; and citizen participation, focused on adolescents and girls and buoying up legal and moral demands for fulfilment of rights. The project will offer technical assistance for the elaboration of the new Code for Children, and support the National System for the Integrated Protection of Children, Adolescents and Women, as well as the review and adaptation of secondary laws related to women's rights and the juvenile penal justice system. It will promote and support social sector reform, focusing on such issues as HIV/AIDS and social investment for children's rights and protection.

17. The project will support strengthening of institutional capacities to monitor the applicability of legal reforms and policies and the impact of changes in the overall situation of children and women, including the effects of recurrent emergencies. It will also focus on strengthening mechanisms to follow up the fulfilment of rights through the generation of information and institutional data. Given its long-term focus, this project will not be "phased" in the same way as the other project components, although it will remain flexible to reflect the changing context of emergency and rehabilitation.

18. Collaborative partners will include SNF, the Legislative Assembly, the justice system and other key government counterparts, NGOs, private enterprise, the media, and institutions such as the World Bank and the Inter-American Development Bank (IDB), which are supporting implementation of social information systems.

19. Regular resources will be used to cover core training activities for advocacy and technical assistance, and other resources to widen the base of advocacy and collaboration in the project.

20. The second project, for citizenship education, participation and communication, aims to: (a) promote a change in attitudes regarding children's and women's rights by facilitating the dissemination of information about the situation of children, adolescents and women in El Salvador; (b) strengthen awareness of and the demand for rights; (c) sensitize communication media about the promotion of a rights culture; (d) promote exchanges of successful experiences in rights compliance, particularly for the special protection of children in emergencies; and (e) develop strategic alliances for the promotion of children's rights, including networks of the social and private sectors. Activities will include holding seminars for journalists and communicators on the rights of children and adolescents; strengthening the communication network for children and adolescents; disseminating information on children's rights; developing local participation mechanisms for promoting rights; and strengthening local development mechanisms for the implementation of policies and legislation on behalf of children and adolescents. During the first phase of the programme period (2002-2003), this will mean re-establishing a focus on rights in rehabilitation activities, leading to the

strengthening of national and local capacities for awareness-raising and the demand for rights during the reconstruction phase.

21. The major partner in the implementation of this project is SNF, in coordination with the Ministries of Health and Education, the Legislative Assembly, the Salvadoran Institute of Women's Development, networks of communicators for children and the media.

22. The project will fund such essential investments as technical assistance and the production of materials and documentation with regular resources. Other resources will fund assistance for strategic alliances, public opinion surveys, media seminars and the organization of fund-raising events. Awareness-raising will target government institutions, NGOs, private enterprise and international donors.

23. **Local systems for the integrated protection of children, adolescents, women and the family**. The programme will have three interlinked projects: (a) support to local development; (b) reduction of vulnerability; and (c) emergency preparedness and response. The first project will promote the collaboration of local actors in the protection of children's, adolescents' and women's rights in the context of the legal, political and institutional framework being developed concurrently through the programme for legislation and public policy. The project will support the decentralization of quality basic services and local protection mechanisms, as well as local mechanisms for coordination of the provision of and demand for services from local providers. In addition, it will promote local and national networks for citizen participation.

24. During the first phase (2002-2003), efforts will be concentrated on the formulation of local development plans for emergency response and advocacy for the incorporation of the best interests of children and families affected by emergencies in the municipal agenda. In targeted municipalities, the project will offer technical assistance to implementing partners and counterparts in the development and implementation of child protection plans to ensure access to health, safe water, sanitation, hygiene, education and rapid psychosocial support, as well as communication that supports these efforts. During the second and third phases (2002-2006), this support will expand to include longer-term strengthening of local systems for service delivery and the protection of rights and of the national special protection network, while focusing on the most vulnerable groups in the country. The project will promote the role of such youth organizations as child defence councils in monitoring rights. It will also support special protection mechanisms to prevent problems related to young people in conflict with the law, violence, exploitation and abuse.

25. Strategic allies will include the Corporation of Municipalities of the Republic of El Salvador (*Corporación de Municipalidades de la República de El Salvador* (COMURES)), the Salvadoran Institute for Municipal Development (*Instituto Salvadoreño de Desarrollo Municipal* (ISDEM)), the Social Investment Fund for Local Development, the Salvadoran Institute for the Protection of Minors and local NGO development networks. SNF is the main counterpart responsible for implementing this project and will play a key role in adapting the National Policy for the Integrated Care of Children and Adolescents at the municipal level and developing corresponding action plans.

26. Regular resources will be used for technical assistance and training. Other resources will support actions related to the demand for services, in collaboration with partners.

27. The project on vulnerability reduction and integrated development for children, adolescents, women and the family will contribute to improved conditions for the growth and development of children and adolescents within the life cycle framework. It will support the provision of services to children and adolescents, and encourage family and community participation through capacity- building for local actors and targeted technical support. For children up to the age six years, the focus will be on developing the capacities of local partners in ECD, including health, nutrition, water and sanitation services, infant development, breastfeeding and behavioural change for healthy lifestyles. The project will support the development of a curriculum for ECCD and the training and mobilization of social actors for participation in ECCD and primary health care activities. For children aged 6-12 years, the project will focus on basic education and for adolescents on life skills development and participation, with an emphasis on the empowerment of girls and access to information about HIV/AIDS. The project will support the training of teachers and other community actors to prevent drop-outs, intra-family violence, gender discrimination, early pregnancies, HIV/AIDS, child labour and social exclusion. It will also support adolescents in conflict with the law and emergency preparedness. HIV/AIDS prevention will be supported by the regional multi-country initiative (E/ICEF/2001/P/L.62). In phase one (2002-2003), the project will focus on developing the capacities of actors involved in the rehabilitation of health services, education and the immediate reduction of vulnerability. As the project progresses, it will widen to include support and training for community members and families in child and adolescent development, and the promotion of healthy, participatory, safe, inclusive, quality learning environments, stressing education for girls.

28. For these efforts to succeed and eventually be replicated throughout the country, UNICEF collaboration with central and local government, NGOs, local, national and regional support networks, and other agencies, including the Joint United Nations Programme on HIV/AIDS, German Technical Cooperation and USAID, is vital.

29. Regular resources will be used to support the ECD and family education interventions, which are co-funded by USAID, and an inter-agency project for the empowerment for adolescent women sponsored by the Turner Foundation and the United Nations inter-agency group on gender. Regular resources will also finance basic supplies and training. Other resources will finance specialized technical assistance and materials.

30. The emergency preparedness and response project is important not only in light of the current emergency, but also for mitigating the long-term effects of repeated natural disasters and chronic social vulnerability on children and women. It is linked with all the above-mentioned projects and will support emergency preparedness and response capacity throughout all programme phases. The project seeks to strengthen national and local competencies for preparedness and rapid response to guarantee the rights of children, adolescents and women in emergencies, and will be implemented by the National Emergency Committee. The first phase (2002-2003) will be connected directly to current emergency operations and support ongoing rehabilitation of health services, education, and water and sanitation

facilities, in addition to the Government's "risk mapping" to monitor risk and vulnerability at national and local levels. The primary results will include an improved national disaster preparedness plan, presently under discussion with other donors and within the United Nations system; an emergency preparedness plan for UNICEF in El Salvador; adoption of prevention practices and early warning systems; child protection plans for ensuring access to services in future emergencies; established systems for psychosocial support; the prevention of rights violations and abuses in shelters and affected communities; strengthening of the special protection network nationwide; and communication actions that support these efforts.

31. Strategic partners include the National Emergency Committee, SNF, the Ministries of Health and Education, the national water company, municipalities and NGOs. Actions will be coordinated with those of other United Nations agencies, and multilateral and bilateral institutions. Although the emergency preparedness programme will rely largely on other resources for the majority of its actions, regular resources will be used to fund core preparedness and planning activities, in conjunction with other country programme components.

32. **Cross-sectoral costs** will cover elements of programme planning, monitoring, and operations and staff costs that are not attributable to one specific programme or project.

Monitoring and evaluation

33. During the programme cycle, monitoring and evaluation will include annual evaluations and the MTR, scheduled for 2004. Planned evaluations include compliance with the 20/20 Initiative and follow-up of the goals of the 2001-2010 National Action Plan for Children. In 2003, a study will be carried out in areas most affected by the recent earthquakes to assess the situation of women and children, providing feedback to the rehabilitation project. Assistance will be focused on national counterparts for follow-up on the situation of children and women from a rights perspective, providing feedback in order to evaluate the management and ongoing relevance of the country programme in view of the country's changing economic and social reality.

34. The integrated monitoring and evaluation plan will operate in three phases to match the phased programme interventions described above. The first phase (2002-2003) will monitor rehabilitation and reconstruction in four municipalities with key indicators that include: the number of functioning local protection systems; the number of mothers, children and adolescents in need of protection; the number of local emergency plans that put children first; and the number of schools and children that receive and use "schools in a box". Monitoring during the second phase (2003-2005) will cover the number of local networks providing basic services; the number of local and national emergency preparedness and response plans; and the number of functioning local early warning systems. During the third phase (2005-2006), monitoring will focus on the replicability of experiences in 4 departments and 14 municipalities, emphasizing longer-term achievements that include the number of laws and public policies adapted to the Conventions; the percentage increase in investments in basic social services; and the number of institutional systems improved in terms of reduced social vulnerability, the impact of emergencies and

rights fulfilment. Data will be collected from multiple purpose home surveys, health surveys, school censuses and routine governmental information systems. The results of this phased monitoring and evaluation experience will be made available nationally for potential use in other municipalities, and shared with UNICEF and counterparts in other emergency-prone countries in the region.

Collaboration with partners

35. UNICEF will use its unique capacity to facilitate, support and catalyse actions in favour of the rights of children, adolescents and women to promote mechanisms for inter-agency cooperation throughout all phases of programme implementation. Collaboration with United Nations agencies will continue within the framework of CCA and UNDAF, the National Plan for Reconstruction and the inter-agency programme for the empowerment of adolescent women, as will support to national initiatives such as the National HIV/AIDS Commission. UNICEF will strengthen its relationships with IDB and the World Bank, and its cooperation with USAID in education, the Swedish International Development Agency in the area of water and sanitation, and the European Union. In the area of rights promotion, UNICEF will collaborate with national and international NGOs such as Save the Children, Plan International and World Vision, as well as with the national NGO Network for Childhood and Adolescence. Collaboration will also continue with the Catholic Church and evangelical churches in projects for psychosocial rehabilitation, emergency preparedness and youth participation.

36. The Communicators Network for Children will be consolidated, and coordination with the Salvadoran Association of Radio Broadcasters will continue. Links with the private sector will be reinforced through the promotion of an active role for the private sector in the promotion of child rights. Partners will include a consortium of Salvadoran businesses, a business foundation supporting children's rights (*Fundación Empresarial para la Acción Social*) and the national airline. Alliances through the Legislative Assembly, the Family, Women's and Children's Commission, the Supreme Court of Justice, the Office of the Attorney General and the Human Rights Ombudsman's Office will play important roles.

Programme management

37. The Social and Cultural Unit of the Ministry of Foreign Affairs is the main UNICEF counterpart, charged with the coordination and monitoring of policy decisions and programme implementation. SNF is responsible for the National Policy for the Integrated Care of Children and Adolescents, and will coordinate programme development together with a multisectoral committee. Coordination and the formulation of local development plans and implementation of projects will be undertaken in collaboration with SNF, ISDEM, COMURES, the Social Investment Fund for Local Development and concerned ministries, in collaboration with NGOs and community-based organizations. Relevant sectoral ministries and concerned institutions will manage the programme and projects under their jurisdiction.

38. Annual programme reviews will be carried out with the broad participation of counterparts and children and women who are beneficiaries of the programme. Improvement of management standards through training and capacity-building will

be emphasized, as will monitoring of performance indicators. The UNICEF office will work closely with counterparts in monitoring implementation of the country programme through periodic field visits and regular meetings, and addressing any management and implementation issues.

TABLE

COUNTRY : EL SALVADOR
PROGRAMME : 2002-2006

LINKAGE OF PROGRAMME BUDGET AND STAFFING/STAFF COSTS

PROGRAMME SECTION/AREAS AND FUNDING SOURCE	PROGRAMME BUDGET			POSTS a/										STAFF COSTS b/		
	RR	OR	TOTAL	D2/L7	D1/L6	P/L5	P/L4	P/L3	P/L2	IP	NP	GS	TOTAL	IP	LOCAL	TOTAL
REGULAR RESOURCES :																
CROSS-SECTORAL COSTS	1,314,000		1,314,000	0	0	0	1	0	0	1	1	2	4	682,739	616,278	1,299,017
LEGISLATION AND PUBLIC POLICY	855,000		855,000	0	0	0	0	0	0	0	1	0	1	0	409,970	409,970
LOCAL SYSTEM FOR INTEGRATED 1/	1,250,000		1,250,000	0	0	0	0	0	0	0	0	1	1	0	190,952	190,952
TOTAL RR	3,419,000		3,419,000	0	0	0	1	0	0	1	2	3	6	682,739	1,217,200	1,899,939
OTHER RESOURCES :																
CROSS-SECTORAL COSTS		655,000	655,000	0	0	0	0	0	0	0	1	2	3	0	644,597	644,597
LEGISLATION AND PUBLIC POLICY		2,000,000	2,000,000	0	0	0	0	0	0	0	0	1	1	0	97,264	97,264
LOCAL SYSTEM FOR INTEGRATED 1/		4,345,000	4,345,000	0	0	0	0	1	0	1	0	2	3	593,458	220,483	813,941
TOTAL OR		7,000,000	7,000,000	0	0	0	0	1	0	1	1	5	7	593,458	962,344	1,555,802
TOTAL RR & OR	3,419,000	7,000,000	10,419,000	0	0	0	1	1	0	2	3	8	13	1,276,197	2,179,544	3,455,741
SUPPORT BUDGET	Operating costs		1,001,600													
	Staffing			0	0	1	0	0	0	1	1	3	5	825,769	1,204,834	2,030,603
GRAND TOTAL (RR + OR + SB)				0	0	1	1	1	0	3	4	11	18	2,101,966	3,384,378	5,486,344
Number of posts and staff costs:																
Current programme cycle										3	4	11	18			
At the end of proposed programme cycle (indicative only)										3	4	11	18	2,101,966	3,384,378	5,486,344

RR = regular resources.
OR = other resources.
IP = international Professional.
NP = national Professional.
GS = General Service.
SB = support budget.

a/ Each post, regardless of its funding source, supports the country programme as a whole.
b/ Excludes temporary assistance and overtime.

1/ Local systems for integrated protection of children, adolescents and women